

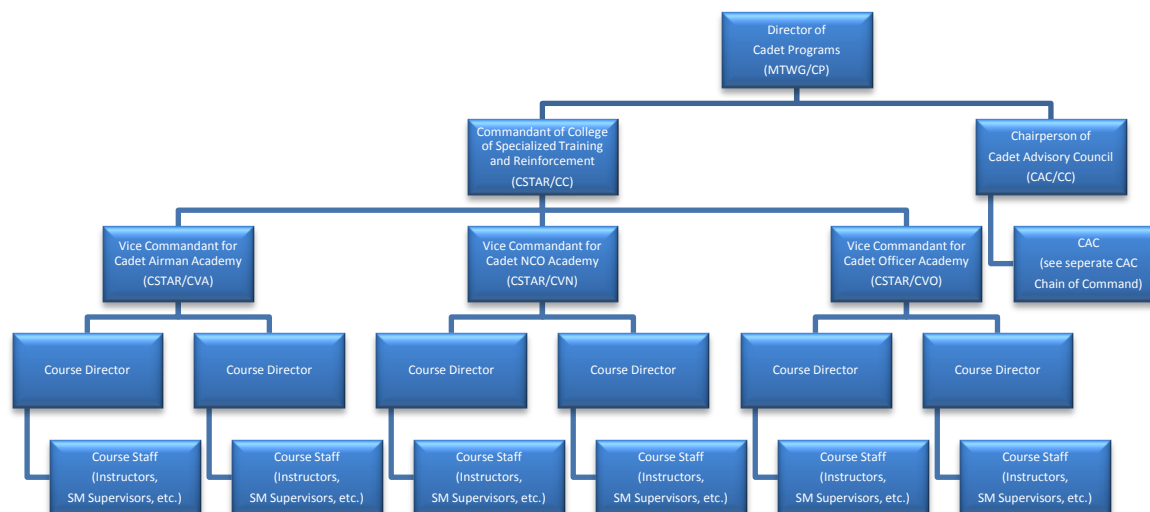


**HEADQUARTERS MONTANA WING  
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College for Specialized Training and Reinforcement (CSTAR)  
Staff Job Descriptions

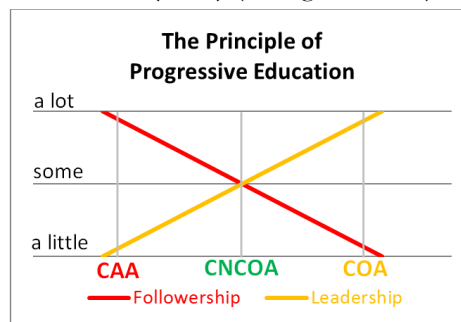
**Note:** While all cadet staff at the wing level are generally not assigned to the Wing Headquarters Squadron (RMR-MT-001) but rather remain members of their own squadrons and thus remain subject to their own unit's Chain of Command, insofar as cadets function in their capacities as CSTAR staff members, they will observe the CSTAR Chain of Command (see figure below). It should be additionally noted that while the Chain of Command drawn below shows two courses listed for each academy for the sake of example, in reality there may be, at any given time, anywhere from zero to multiple courses in the works per academy.



**Commandant (CSTAR/CC):**

As the cadet leader of the college, the Commandant is responsible for all aspects of the college, including staffing, curricula cohesion, and overall supervision. The Commandant is appointed and removed by the wing's Director of Cadet Programs and reports directly to him/her.

1. **Staffing:** The Commandant is empowered to appoint and remove Vice Commandants of each of the academies. The CSTAR/CC will solicit the opinion of the MTWG/CP before making such decisions, but the decision itself remains with the CSTAR/CC. The CSTAR/CC will also counsel the Vice Commandants (CVs) in their selection of Course Directors (CXs).
2. **Curricula Cohesion:** The Commandant is responsible for ensuring that the curriculum of each of the academies observes the **principle of progressive education (PPE)** (see figure below) and thus together form **a coherent whole**. The CSTAR/CC should encourage the CVs to work among themselves to make sure that the PPE is observed, but if they are unable to do so, the CSTAR/CC may have to direct CVs to make certain changes to their respective curriculum. **For instance**, drill and ceremonies (D&C) is something that should be covered at all three academies, but obviously at a much greater level at CAA. The D&C syllabus for the CAA may be a few hours long and cover basic maneuvers, whereas the D&C syllabus for COA may be only half an hour long and cover more advanced commands (such as the single command "column of flights - right flight -



column right, HARCH!” which is only ever used by sqdn/CCs at an encampment’s pass-in-review). For this reason, the D&C syllabi cannot be the same for all three academies.

**Conversely**, public speaking is something that should probably be introduced at the CAA level, but must be taught at progressively more in-depth detail at the CNCOA and COA levels.

3. **Overall Supervision:** The job of Commandant will inevitably require several hours per week, mostly spent in communication with the CVs and the MTWG/CP. **At a minimum**, the CSTAR/CC will provide weekly verbal updates to the MTWG/CP on all upcoming courses and any other issues of concern. Additionally, while the CSTAR/CC is not expected to be present for every single academy conducted, s/he will be on telephone stand-by during the duration of the event itself should situations arise that require passing information to and from the Director of Cadet Programs.

#### **Vice Commandants (CSTAR/CVs):**

Each Vice Commandant is responsible for all aspects of their respective academy, specifically curriculum ownership and course director supervision. As above, they are appointed by, removed by, and report to the Commandant, and are themselves empowered to recruit, appoint, and train course directors.

1. **Curriculum Ownership:** The CV of each academy is **the owner** of his/her academy’s curriculum, and is thus the approving authority for changes or exceptions to that curriculum as may be requested by a particular course director. As above, the CSTAR/CC may have to direct a CV to make a change to his/her curriculum in order to observe the PPE, but the CV is to be regarded as the **subject matter expert (SME)** for that particular phase of cadet life. That is, it should be the CV who makes the final decision on what topics need to be included in his/her curriculum, and to what degree. As above, this should be done in concert with the other CVs to make sure that the PPE is observed.
2. **Course Director Supervision:** As the owner of the academy’s curriculum, the CV must ensure that each time his/her academy is conducted, the course director covers all of the required curriculum such that all academy graduates receive the same training regardless of where or when they graduated, or who the course director was. Additionally, while the CV is not expected to be present for every single academy conducted, s/he will be on telephone stand-by during the duration of the event itself should situations arise that require passing information to and from the Commandant.

#### **Course Directors (CXs):**

Each Course Director is responsible for all aspects of their respective course, specifically advertising the course, registering students, recruiting instructors and SM supervisors, and submitting both booking and purchase requests (note: the MTWG/CP will do the actual booking of venues and purchasing of materials, but the requests must be made by the CX, through the Chain of Command, with sufficient time). All CXs will use the **CSTAR Course Director’s Guide**, which is a much more extensive document than this one, and features a timeline that CXs will follow to make sure that everything is done at the right time. **Finally, it should be carefully noted** that when course directors enlist the help of their own superiors (e.g., a CSTAR/CV, the CSTAR/CC, the MTWG/CP, etc.) to serve as instructors, the CXs should be vigilant to clarify whether a particular communication with them is in their role as a superior or in their role as an instructor. **For instance**, if the CSTAR/CC agrees to serve as an instructor for a particular course, and the CX of that course needs to pass information to the CSTAR/CC as one of the CX’s instructors, then the CX should be sure to indicate right from the beginning of that communication that the CX is contacting the CSTAR/CC in his/her role as an instructor and not in his/her role as the CSTAR/CC, as the latter would break the Chain of Command since it fails to include the appropriate CSTAR/CV.

#### **Instructors:**

Any cadet or senior member, who in the judgment of the Course Director is sufficiently competent in a particular subject, may serve as an instructor. Instructors who are cadets must have graduated from the academy at which they are instructing, or a higher one. **The main responsibility of instructors is to**

**ensure that all of the material on their block's syllabus is covered in the time allotted.** Instructors are encouraged to use their own anecdotes and stories, and are always free to employ whatever method of instruction they choose, so long as everything on the syllabus is covered. This is especially important given that test questions are formulated from the syllabi themselves and not from what instructors actually said or did not say. **Finally, it should be noted** that when instructors hold a position in the Chain of Command above the CX, they understand that when they are functioning as instructors, they serve under the CX and not above him/her, and will therefore observe whatever directives, time limits, etc. that the CX imposes. **For instance,** if a CX recruits his/her own CV to be an instructor, the CV will be careful to distinguish between when s/he is acting as the CV (and is therefore above the CX) and when s/he is acting as an instructor (as is therefore below the CX).

**Senior Member (SM) Supervisors:**

Per the Cadet Protection Policy (CPP), all events with cadets present at them require a certain number of SMs to be present for safety and legality reasons. CSTAR events could therefore not be done without the support of such SMs, and so all cadets – particularly staff members who are cadets – should be sure always to show their gratitude for such SMs, especially because they are often needed to do other things that cadets cannot do such as driving a CAP vehicle to pick up food or run other errands. On the other hand, SM supervisor should be sure always to allow CSTAR to remain **“for cadets, by cadets”** and thus only ever publicly intervene in an activity when safety requires it. If a SM supervisor ever feels as though something isn't quite right, or that something that was taught isn't accurate, s/he should feel free to express that to the appropriate staff member, but **always privately during a break and never publicly**, lest that staff member's own authority and reputation be drawn into question among the students.